

A PROGRAM PROPOSAL FOR POST-SECONDARY
HOSPITALITY EDUCATION IN MICRONESIA

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For the new generation of Micronesians. That they may continue to grow and prosper while preserving their cultural awareness and the beauty of their islands.

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FOREWARD

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During the 1977-1978 academic year Mr. Tom Linker was an instructor in Hotel Mid-Management at Maui Community College with a large number of Micronesian students enrolled in his classes. This instructional experience fostered a desire to better understand diverse island cultures and working environments of Micronesia and led Mr. Linker, in April, 1978, to draft a letter of inquiry to Mr. William Charlock, Vice President of Continental Hotels. In the letter Mr. Charlock was requested to provide Mr. Linker with information on the foundations and current developments of Continental Hotels and other hospitality services in Micronesia. Mr. Charlock's informative reply contained several useful suggestions and included a recommendation that Mr. Linker visit the Trust Territory of the Pacific Islands on a familiarization trip which was to be co-sponsored by Continental Hotels and the Trust Territories Department of Tourism.

In June, 1978, Mr. Linker began correspondence with Mr. Kozo Yamada, Acting Director of the Trust Territory Bureau of Resources, and Mr. Ihlen Joseph, Trust Territory Tourism Officer, concerning Mr. Charlock's proposed familiarization visit. Messrs. Charlock, Joseph, and Yamada completed necessary arrangements for Mr. Linker's tour which was to include hospitality services on Majuro, Ponape, Truk, Saipan, Belau, Yap and Guam. In addition, arrangements were made to allow Mr. Linker to visit educational facilities at the Community College of Micronesia at Kolonia, Ponape, the Micronesian Occupational College at Koror, Belau, and the University of Guam. The tour was scheduled from December 21, 1978, through January 4, 1979. During the second week of the tour Mr. Linker met with Mr. Joseph and Mr. Yamada at the Trust Territory Headquarters on Saipan to deliver instruc-

tional materials and discuss possibilities for implementation of a Hospitality Education Curriculum for Micronesia.

After completion of the tour, in January, 1979, Mr. Linker's teaching duties at Maui Community College were resumed. During the next several months Mr. Linker received letters of inquiry, most notably from Mr. Yamada, Mr. C. W. Garrett, Acting Tourism Officer for the Trust Territory, and Mr. Joannes Iwo, Business Development Officer, Truk District, requesting recommendations for improvement of local and regional hospitality services. In more recent months Mr. Linker has received additional requests for hospitality education resource information from the Belau Tourist Commission and the Trust Territory Government.

Increased leisure time, higher expendable income, and the availability of modern transportation have combined in recent years to make international tourism one of the fastest growing industries in the world. After oil, tourism is considered the single largest item in international trade. Travel and tourism represent a worldwide value in excess of US \$50 billion. International travelers have grown from 71 million in 1960 to over 200 million in 1980.

Many islands in Central and Western Micronesia have experienced significant travel industry growth in the past two decades. Several of these Pacific communities have actively encouraged tourism as a major economic activity. Travel to the Pacific region has grown substantially in recent years. The Pacific Area Travel Association, (PATA), which publishes visitor statistics for the Pacific region, estimates that the number of visitor arrivals to the Pacific region has increased from 7.7 million in 1971 to over 16 million at present. Recent surveys show that Pacific travel currently represents 6.5% of international travel compared to less than 3% in 1971 (PATA, 1980:23).

Recent statistics for the Trust Territory of the Pacific Islands (T.T.P.I.) illustrate a dramatic increase in visitor arrivals and expenditures over the past decade. During the second quarter of 1969, the Trust Territory received a total of 4,593 visitors with estimated expenditures of US \$201,500. The same period in 1979 recorded total visitor arrivals at 7,032 with estimated expenditures of US \$531,525. (T.T.P.I. 1979:1-11).

Future growth of the hospitality industry in the Trust Territory is, at best, uncertain and dependent on the resolution of several limiting factors such as transportation, regional organization, and destination development and marketing. The islands of the Trust Territory, individually and collectively, contain numerous visitor attractions and resources upon which a viable hospitality industry could be developed.

Properly planned and controlled tourist destination development should include, among other aspects, considerations for training and education of industry employees. This program proposal is primarily concerned with the educational foundations and instructional approaches to hospitality education.

The author suggests that the entire hospitality education program could be implemented at the Koror campus of the Micronesian Occupational College. A single regular size classroom could be utilized for lecture and laboratory instruction during the regular academic year. Four to six week summer session courses could be taught at Koror or easily adapted for use in other district locations. (see Educational Institute, page 34).

In the sections that follow a discussion of the Manpower Requirements associated with Micronesia's Hospitality Industry over the next five years has been

presented along with an introduction to the Systems Approach to program planning. These sections will best serve the reader by providing guidelines for planning, implementation, and evaluation of the program.

Sections on Curriculum Design, Degree Requirements and Course Proposals have been included to assist the reader in the development of the total program.

In addition, appendices include information on recommended textbooks, audio-visual aids, classroom equipment and design, and travel industry periodicals which, collectively, should provide the instructor with the necessary framework for instructional implementation.

A summary is included which provides the reader with recommendations for a two-phase implementation of the program and additional information not included in the previous sections.

The program proposal and supplementary materials included in this research paper are an attempt to synthesize available resources into a viable approach to hospitality education for Micronesia's travel industry. It is the hope of the author that this research paper will prove to be a useful aid in planning for the implementation of quality programs of study in hospitality education for the peoples of Micronesia.

MANPOWER REQUIREMENTS

Personal observations during the winter of 1978, review of available statistics and reports from the Trust Territory Tourism Branch, and consultation with representatives of Micronesia's Hospitality Industry indicate the following general manpower needs.

High Employment Demand	Food and Beverage Service Personnel Food Preparation Personnel Housekeeping Personnel Maintenance/Utility Personnel Guest Contact Personnel Office/Clerical Personnel Management and Professional Personnel Sales and Marketing Personnel Accounting Personnel
Medium Employment Demand	Uniform Service Personnel Reservations/Ticketing Personnel Storeroom/Purchasing Personnel Security Personnel
Low Employment Demand	Dispatcher Personnel Tour/Transportation Personnel Recreational Personnel Computer Personnel

These employment demand clusters suggest that the most needed training and education are in the areas of Food and Beverage Service and Hotel Operations. A curriculum designed for Hotel and Restaurant Mid-Management has been completed as part of this research project. Synopses of Certificate and Degree program outlines for Hotel Operations, Restaurant Operations, and Hotel and Restaurant Mid-Management are presented immediately below. Upon successful completion of a major curriculum in Option A., B., or C., the student will be awarded a Certificate or Degree testifying to preparation for entry-level and specialized career positions. The Options consist of:

A. Certificate of Achievement. An intensive one-year program of study for those job positions that are first-line entry but require some cognitive and affective learning, as well as psychomotor learning;

B. Associate in Science Degree. An intensive two-year program of study for those job positions that possess career ladder potential and require cognitive, affective and psychomotor learning;

C. Certificate of Completion. Designed for students who satisfactorily complete a special course or trained skill that requires short-term (4-6 week) attendance. The Educational Institute of the American Hotel and Motel Association provides several excellent courses in hospitality education which the author recommends. The courses listed in page 34 could be easily adapted for summer session use by the Micronesian Occupational College or by local hotel and restaurant operators. (see Appendix E., page 55).

It is strongly recommended that students enrolled in Educational Institute courses have a fourth year level competency in the English language. The Institute has designed courses to take advantage of both industry and student characteristics at the local level, thus allowing instructors considerable freedom in relation to cultural sensitivity, students economic backgrounds, and hospitality industry conditions and needs.

INTRODUCTION TO THE SYSTEMS APPROACH
TO PROGRAM PLANNING

INTRODUCTION TO THE SYSTEMS APPROACH TO PROGRAM PLANNING

During the 1975-1976 academic year the Office of the Hawaii State Director for Vocational Education funded an exemplary project for the development of Hospitality Education for the State of Hawaii's Community College system. The project was authored by Mr. Henry Kalani, Project Director, with the assistance of industry personnel, educators and curriculum specialists. The format for the project was a System Approach to Hospitality Education as developed by Mr. Kalani.

In the present project, Micronesia's educational and employment needs were assessed by the author and Mr. Kalani's Systems Approach was utilized to list the project development requirements. Establishment of the Systems Approach, in summary, is as follows:

I. IDENTIFY GOALS AND OBJECTIVES

- a. Discuss concerns with industry and college
- b. Review student needs, resources and educational objectives
- c. Obtain administrative and industry support
- d. Examine preliminary findings.

II. SELECT INDUSTRY AND CAMPUS ADVISORY REPRESENTATIVES

- a. Select a regional representative body
- b. Periodic review of program
- c. Advise, recommend, augment and articulate findings.

III. PROJECT EMPLOYMENT DEMAND AND MANPOWER REQUIREMENTS

- a. Review past growth and industry needs
- b. Project local and regional manpower needs over seven years.

IV. SELECT OCCUPATIONAL CURRICULUM

- a. List job titles of industry personnel
- b. Complete job analysis for each title.

- V. DETERMINE COMPETENCY LEVELS OF SKILLS NEEDED BY EACH OCCUPATIONAL AREA
 - a. List specific skills and knowledge needed for each job task
 - b. Analyze competency levels
 - c. Classify into minimal and desirable qualifications.
- VI. DETERMINE PERFORMANCE OBJECTIVES
 - a. Record student criterion objectives for each skill and knowledge listed.
- VII. SORT OCCUPATIONAL AREAS INTO DEMAND FACTORS
 - a. Classify jobs according to high, medium and low employment demand
 - b. Isolate high and medium demand occupational areas.
- VIII. DETERMINE CURRICULUM DESIGN
 - a. Review skills and knowledge requirements
 - b. Group business and hospitality core requirements
 - c. Establish curriculum design.
- IX. SELECT INSTRUCTIONAL MATERIALS AND DEVELOP INSTRUCTIONAL PACKAGES
 - a. Review and purchase instructional packages
 - b. Review and purchase audio-visual aids (see Appendix B., p. 46)
 - c. Develop materials and integrate with purchased materials
 - d. Write instructional packages for industry and campus use.
- X. IMPLEMENT PROGRAM
 - a. Review Board of Regents requirements
 - b. Design curriculum proposal
 - c. Articulate proposal through appropriate channels for approval.
- XI. TEST AND REVISE COURSES AND METHODS OF INSTRUCTION
 - a. Conduct the instructional program

- b. Initiate instructional packages
- c. Revise materials and pedagogical approach.

XII. EVALUATE INDUSTRY/STUDENT NEEDS AND PROGRAM

- a. Review industry, government and college progress reports
- b. Evaluate and revise program.

Planning a Systems Approach for the Micronesian Occupational College or other locations within the Pacific Region might best be achieved by closely following the summary procedures listed above and adapting them to individual campus or local industry needs.

At the present time the Micronesian Occupational College at Koror, Belau, offers the best facilities and resources for implementation of the program proposal within the Micronesian area. Existing faculty and classroom facilities in the College's Food Services and Business Divisions could provide the foundation of the program. M.O.C. staff, local business executives, and local and state tourism personnel should be consulted during all twelve phases of program development. M.O.C. Board of Regents should be consulted where appropriate.

CURRICULUM DESIGN FOR HOTEL AND
RESTAURANT MID-MANAGEMENT

CURRICULUM DESIGN FOR HOTEL
AND RESTAURANT MID-MANAGEMENT (HRM)

Broad examination of travel industry needs for Micronesia indicate two types of learning required for hospitality employment: business core courses to be successfully completed by each student planning to work in the industry; and specialized core courses for those students seeking a particular skill in hotel and restaurant mid-management prior to degree completion.

JUSTIFICATION FOR THE DESIGN

Business Core Courses

Basic skills and knowledge of business practices must be acquired by each student. At the present time most District Center high schools provide basic instruction in English for computation skills, basic accounting, and written communication. With the exception of oral communication skills, the Micronesian Occupational College currently provides instruction in English for written communication, computation, and accounting skills. Prospective students should be made aware of Business Core Course requirements at the earliest opportunity. Successful completion of these business core courses, coupled with the HRM core courses, qualify the student for entry level job placement in the hospitality industry. The Business Core includes:

- 1) Computation skills (Business Mathematics);
- 2) Oral communication skills (Interpersonal Communication);
- 3) Written communication skills (Business Communications);
- 4) Accounting skills (Hotel and Restaurant Accounting).

HRM CORE COURSES

Specialized skills must be acquired for each occupational area of the hospitality industry. At present, Micronesia's two major classifications of hospitality employment are in the food and beverage and hotel and travel fields. In broad terms, the food and beverage classification includes, but

is not limited to: Dining room personnel; food preparation and kitchen personnel; and supervisory personnel. Hotel and travel job classifications include: Entry level and skilled personnel in hotels; resorts; air and ground transportation facilities and travel services. Employment in hotels and restaurants currently offer the best opportunities for employment in Micronesia's hospitality industry. For this reason, the following core courses in hotel and restaurant mid-management are suggested:

Hotel and Restaurant Mid-Management (HRM)

- 1) HRM 20: Introduction to Hotel Mid-Management
- 2) HRM 30: Hotel and Restaurant Sales and Promotion
- 3) HRM 35: Housekeeping and Maintenance Procedures
- 4) HRM 40: Front Office Procedures
- 5) HRM 50: Principles of Hotel and Resort Operations

THE CURRICULUM DESIGN

The two core areas provide the infrastructure for the curriculum design. Once the business and HRM core courses have been selected students should be encouraged to plan a course of study which will encompass 3-15 elective credits from business, the social sciences and/or humanities. If the HRM program is implemented on a campus containing an already existing food services program (such as the program at the Micronesian Occupational College at Koror), the HRM program and degree requirements could be augmented to integrate food services and hotel and restaurant mid-management into at least three certificate and degree programs.

In summary, the flow chart shown below (Fig. 1) illustrates the basic Business and HRM core curriculum leading to the Certificate of Achievement and Associate in Science Degrees in Hotel and Restaurant Mid-Management.

Figure 1

THE HOSPITALITY EDUCATION CURRICULUM DESIGN

BUSINESS CORE

- * Computation Skills
- * Oral Communication Skills
- * Written Communication Skills
- * Human Relations Skills
- * Accounting Skills

plus

HRM CORE

- * Introduction to Hotel
- * Hotel Sales & Promotion
- * Housekeeping and Maintenance
- * Front Office Procedures
- * Hotel & Resort Operations

Certificate Program

Degree Program

Suggested Certificate and A.S. Degree Program Requirements

The following course requirements were designed with the assumption that the Hotel and Restaurant Mid-Management curriculum would be implemented at the Koror campus of the Micronesian Occupational College (MOC). The program requirements include several Food Services courses currently offered at M.O.C. which could be easily integrated into the Hospitality Education Program. Additional course offerings in the social sciences and humanities would provide competencies necessary for mid-management level employment. Although this project does not include course proposals for

food services, social sciences or humanities, such proposals could be provided by qualified curriculum specialists and instructors.

Requirements for Certificate of Achievement and A.S. Degree

Core courses in Business, Food Services and Hotel and Restaurant Mid-Management provide the educational foundations for the following Certificate and Degree programs of study:

Certificate Requirements:

Option "A" (Hotel Operations), 37 credits

- 1) HRM 20*: Introduction to Hotel Mid-Management (3 credits)
- 2) HRM 30: Hotel and Restaurant Sales and Promotion (3)
- 3) HRM 35: Hotel Housekeeping & Maintenance Procedures (3)
- 4) HRM 45: Front Office Procedures (3)

General Elective (3) (Pacific Culture required)

Acc 20: Accounting Procedures (4)

Business 10: Oral Communications (3)

Business 30: Mathematics for Business (3)

Food Services 10: Introduction to Food Service (2)

FSer 20: Purchasing and Cost Controls (4)

FSer 25: Fundamentals of Cookery (3)

FSer 30: Bar Operations (3)

* All course alpha and numbering systems are fictional and tentative.

Certificate Requirements:

Option "B" (Restaurant Operations), 37 credits

HRM 20: Introduction to Hotel Mid-Management (3)

HRM 30: Hotel and Restaurant Sales & Promotion (3)

HRM 50: Principles of Hotel & Resort Operations (3)

General Elective (3) (Pacific Culture required)

Acc 20: Accounting Procedures (4)

Bus 10: Oral Communications (3)

Bus 30: Mathematics for Business (3)

FSer 10: Introduction to Food Service (2)

FSer 20: Purchasing and Cost Controls (4)

FSer 25: Fundamentals of Cookery (3)

FSer 30: Bar Operations (3)

FSer 40: Dining Room Service (6)

Associate Degree Requirements:

Hotel & Restaurant Mid-Management, 61 credits

HRM 20: Introduction to Hotel Mid-Management (3)

HRM 30: Hotel & Restaurant Sales & Promotion (3)

HRM 35: Hotel Housekeeping & Maintenance Procedures (3)

HRM 45: Front Office Procedures (3)

HRM 50: Principles of Hotel & Resort Operations (3)

FSer 10: Introduction to Food Service (2)

FSer 20: Purchasing and Cost Controls (4)

FSer 25: Fundamentals of Cookery (3)

FSer 30: Bar Operations (3)

FSer 40: Dining Room Service (6)

Geog 30: Geography of the Pacific (3)
 Psychology 50: Introduction to Human Behavior (3)
 Social Science (3) (Pacific Culture required)
 Acc 20: Accounting Procedures (4)
 Bus 10: Oral Communications (3)
 Bus 20: Written Communications (3)
 Bus 30: Mathematics for Business (3)
 Bus Electives (6) (Typing (3), required)

Suggested Two-Year Program of Study in Hotel and Restaurant
Mid-Management Leading to the Associate in Science Degree

First Year

Fall		Spring	
	Credits		Credits
HRM 20:	3	HRM 30:	3
Acc 20:	4	FSer 20:	4
FSer 10:	2	FSer 25:	3
Bus 10:	3	Psych 50:	3
Bus 20:	<u>3</u>	Bus Elective (Typing):	<u>3</u>
	15		16

Second Year

Fall		Spring	
	Credits		Credits
HRM 35:	3	HRM 45:	3
FSer 30:	3	HRM 50:	3
Bus 30:	3	FSer 40:	6
Pacific Culture	3	Bus Elective	: <u>3</u>
Geog 30:	<u>3</u>		15

HOTEL AND RESTAURANT MID-
MANAGEMENT COURSE PROPOSALS

COMMUNITY COLLEGE SYSTEM
COURSE PROPOSAL FORM

Prepared by Tom Linker
Pacific Island Studies Program
University of Hawaii-Manoa
Spring 1981

INTRODUCTION TO HOTEL MID-MANAGEMENT
(COURSE TITLE)

HRM 20
(DEPARTMENT & NUMBER)

COURSE DESCRIPTION : Introduction to the historical background and contemporary trends in the Hospitality Industry. Study of safety and sanitation pertaining to Hotel operations. Organizational structure of hotel with emphasis on the Front Office, Housekeeping and Food and Beverage Departments. Employment and educational opportunities and general requirements of employees in the Hospitality Industry. Survey of economic impacts of tourism.

SEMESTER UNITS : 3 CREDITS

HOURS PER WEEK : $\frac{3}{\text{(Lecture)}}$ $\frac{\text{None}}{\text{(Lab)}}$; $\frac{3}{\text{(Total)}}$

PURPOSES AND STANDARDS : (1) Occupational, (2) Certificate, (3) Associate Degree, (4) Transfer.

PREREQUISITES OR OTHER ENTRANCE REQUIREMENTS : Meet College Admission Requirements

DATE : Tom Linker/Spring 1981
(Course Outline Written)

1. COURSE OBJECTIVES:

A. GENERAL

Identify and comprehend the fundamental principles of hotel operations, including its growth, development and importance in contemporary world and Pacific regional economics.

B. SPECIFIC

At the end of this course the student should be able to:

1. Describe the growth and development of the hotel industry worldwide.
2. Compare and contrast the various functions and services of Micronesia's hotels, resorts and lodging facilities.
3. Illustrate the organizational structure of a major hotel on Guam, Belau, Ponape and Truk.
4. List the functions and services of the front office, house-keeping and food and beverage departments.
5. Identify and compare the job tasks of personnel at the unskilled, semi-skilled and supervisory level.
6. Describe the four major types of hotels, their ownership, and management.
7. Identify the sociocultural impacts of tourism on Micronesian communities (i.e., dance, drama, art, folkways, etc.).
8. Select and describe five major resort developments in the Hawai'i/Pacific/Asian geographic cluster.

2. GENERAL EDUCATION AND RELATIONSHIP TO OTHER COURSES:

This course will provide basic curriculum in Hotel Operations, interrelating the social, cultural, economic, and human factors that may influence career and personal development of Pacific Islanders.

3. SUGGESTED TEXT AND MATERIALS:

LATTIN, Gerald W., Modern Hotel and Motel Management (3rd edition), W. H. Freeman and Company, San Francisco (1977).*

4. REFERENCE MATERIALS:

KALT, Nathan, INTRODUCTION TO THE HOSPITALITY INDUSTRY, ITT Educational Services, N.Y. 1971

* See Appendix A for annotated list of textbooks.

LUNDBERG, Donald E., THE HOTEL AND RESTAURANT BUSINESS, Cahnners Publications, Boston. (1976)

VALLEN, Jerome, THE ART AND SCIENCE OF MODERN INNKEEPING, Ahrens Press, N.Y. (1973)

5. AUXILLARY MATERIALS AND CONTENT:

Slides, transparencies, handouts.

Opportunities in The Hospitality Industry,

Opportunities in the Hotel Industry: Educational Council for the Visitor Industry, Honolulu, Hawaii*

6. METHODS OF INSTRUCTION:

1. Lecture
2. Demonstration
3. Field trips
4. Guest lecturers
5. Media and trade magazines
6. Student participation
7. Student assignments

7. COURSE CONTENT:

1. Historical survey of the Hospitality Industry in the Pacific Basin.
2. Hotel Organizational structure
3. Economic impacts of tourism on island communities
4. Front Office Operations
5. Housekeeping Operations
6. Food and Beverage Operations
7. Guidelines for safety

* See Appendix B for annotated list of Audio-Visual Aids.

8. First Aid Essentials
 9. Career and Educational Opportunities in Pacific Tourism
 10. Resume and Job Applications
 11. Current Developments in Pacific Tourism
8. EVALUATION:
1. Progress Tests
 2. Participation
 3. Attendance
 4. Mid-term examination
 5. Final Project/Final Exam

HOTEL AND RESTAURANT SALES AND PROMOTION
(COURSE TITLE)

HRM 30
(DEPARTMENT & NUMBER)

COURSE DESCRIPTION : An introductory course covering the principles and methods in hotel and restaurant sales and promotion. The importance of the relationship between the hotel industry and the community. Studies the interrelationships between the local community and hospitality industry and how they may affect the social and economic welfare of the community.

SEMESTER UNITS : 3 CREDITS

HOURS PER WEEK : $\frac{3}{\text{(Lecture)}}$ $\frac{\text{None}}{\text{(Lab)}}$; $\frac{3}{\text{(Total)}}$

PURPOSES AND STANDARDS : (1) Occupational, (2) Certificate, (3) Associate Degree, (4) Transfer.

PREREQUISITES OR OTHER ENTRANCE REQUIREMENTS : Meet College Entrance Requirements.

DATE : Tom Linker/Spring 1981
(Course Outline Written)

1. COURSE OBJECTIVES:

A. GENERAL

Provide basic knowledge of sales and promotion for the Hospitality Industry.

B. SPECIFIC

At the end of the course the student should be able to:

1. Identify the principal techniques of good salesmanship.
2. Be aware of the importance of good sales and promotion to the economy of the community and the hospitality industry.
3. Develop self-confidence and poise.
4. Comprehend the value of suggestion selling.
5. Develop skills in marketing a sales program.
6. Identify the various types of selling techniques common to the sales and promotion department of a hotel or resort complex.
7. Illustrate proper techniques for community relations, guest relations and public relations.
8. Illustrate proper development of individual room sales and food and beverage sales.
9. Identify the value of tour operators, travel agents and other business sources in Micronesia's travel industry.

2. GENERAL EDUCATION AND RELATIONSHIP TO OTHER COURSES:

The importance of selling and its economic impact on local, regional and national tourist destination developments. Emphasis on target marketing for Australia, Japan, Hawai'i and North America.

3. SUGGESTED TEXT AND MATERIALS:

HERTZSON, David, Hotel-Motel Marketing, ITT Educational Services, Inc., N.Y. (1973)

4. REFERENCE MATERIALS:

BERELSON, B. and Steiner, G.A., HUMAN BEHAVIOR. Cahnners Books, Boston, (1974)

COFFMAN, C. Dewitt, THE FULL HOUSE, Cornell Publishing, New York. (1971)

RUSSELL, F.A., Beach, R.G. and Buskirk, R.H., TEXTBOOK OF SALESMANSHIP, McGraw-Hill, N.Y. (1973)

5. AUXILIARY MATERIALS:

Slides, Transparencies, Handouts

Film: You Make The Difference - Hilton Hotels

6. METHODS OF INSTRUCTION:

1. Lecture
2. Guest Lecturers
3. Student Assignments
4. Student Participation
5. Field Trips

7. COURSE CONTENT:

1. Basic principles of salesmanship
2. Organizing a sales department
3. Establishing a salable product
4. Planning a marketing program
5. Advertising, selling and promotion
6. Public and community relations (includes development of self-confidence and poise.)
7. Internal selling
8. Sales: Rooms, food and beverage, convention
9. Team Sales
10. Economic Importance of good community relations

8. EVALUATION:

1. Attendance
2. Class Participation
3. Mid-term Examination
4. Final Exam

HOTEL HOUSEKEEPING AND MAINTENANCE PROCEDURES
(COURSE TITLE)

HRM 35
(DEPARTMENT & NUMBER)

COURSE DESCRIPTION : Introduction to the organizational structure, functions and duties of the housekeeping department. Responsibilities of executive housekeeping and the interrelationships of the housekeeping department to the other major departments in a hotel/resort. Causes, effects and methods of prevention of unsafe and unsanitary employee and guest environment. Introduction to preventive maintenance for hotels and resorts.

SEMESTER UNITS : 3 CREDITS

HOURS PER WEEK : $\frac{3}{\text{(Lecture)}}$ $\frac{\text{None}}{\text{(Lab)}}$; $\frac{3}{\text{(Total)}}$

PURPOSES AND STANDARDS : (1) Occupational, (2) Certificate, (3) Associate Degree, (4) Transfer.

PREREQUISITES OR OTHER ENTRANCE REQUIREMENTS : HRM 20 or consent of instructor.

DATE: : Tom Linker/Spring 1981
(Course Outline Written)

1. COURSE OBJECTIVES:

A. GENERAL

Provides a basic overview of the housekeeping department, its function and importance in the infrastructure of hotel, resort and restaurant operations.

B. SPECIFIC

At the end of this course the student should be able to:

1. Identify and apply the correct cleaning procedures utilized in maintaining safe, clean guest accommodation areas.
2. Illustrate the organizational structure of the housekeeping departments in small, medium and large hotels.
3. Distinguish the characteristics of quality wall and floor materials.
4. Demonstrate the safe way to lift, climb, walk, stand and bend.
5. List five preventative measures to reduce accidents for both guests and employees.
6. Illustrate the correct cleaning procedures for walls, windows, carpets, floors and furnishings.
7. Illustrate the importance of a good work attitude and esprit de corps.
8. Recognize acceptable work habits that contribute to a safer environment for both guests and employees.

2. GENERAL EDUCATION AND RELATIONSHIP TO OTHER COURSES:

This course relates the importance of proper safety and sanitation techniques and attitudes utilized by the housekeeping department. Interrelates the economic, social and human factors that may influence career and personal development.

3. SUGGESTED TEXT AND MATERIALS:

The Educational Institute of the American Hotel and Motel Association.
Current Text: TUCKER, Georgina and Schneider, Madelin, The Professional Housekeeper, Cahnners Publications, Boston, 1975.

4. REFERENCE MATERIALS:

BERKELEY, Bernard, FLOORS AND FLOOR MAINTENANCE, National Restaurant Association, Chicago, 1973.

BRADLEY, L.A., GUIDE FOR GOOD LAUNDRY AND LINEN SERVICE IN HOTELS AND MOTELS, Hayden Book Company, New York, 1973.

LA BELL, Alta M., and Barton, Jane, ADMINISTRATIVE HOUSEKEEPING, G.P. Putnam Sons, New York, 1969.

5. AUXILIARY MATERIALS:

Slides, Transparencies, Handouts

6. METHODS OF INSTRUCTION:

1. Lecture
2. Demonstration
3. Student Assignments
4. Student Participation
5. Field Trips

7. COURSE CONTENT:

1. Employee and public safety
2. Housekeeping organizational structure
3. Personal hygiene
4. Ecology and waste disposal systems
5. Guest rooms
6. Floors and floor coverings
7. Windows, mirrors, glass and blinds
8. Walls
9. Linen
10. Equipment maintenance
11. Landscaping/structural maintenance
12. Pool safety and maintenance

8. EVALUATION:

1. Five progress tests
2. Class participation
3. Class attendance
4. Final exam

FRONT OFFICE PROCEDURES
(COURSE TITLE)

HRM 45
(DEPARTMENT AND NUMBER)

COURSE DESCRIPTION : Practical and academic instruction in the basic requirements of Front Office Personnel. Practice in registering and assigning rooms to guests; handling of mail, messages, inquiries and complaints. Use of posting machine and telephone switchboard; importance of good human and public relations. responsibilities of Front Desk Cashier, clerk and mail and information personnel. Importance of grooming and human relations and communication skills.

SEMESTER UNITS : 3 CREDITS

HOURS PER WEEK : $\frac{2}{\text{(Lecture)}}$ $\frac{1}{\text{(Lab)}}$; $\frac{3}{\text{(Total)}}$

PURPOSES AND STANDARDS : (1) Occupational; (2) Certificate; (3) Associate Degree; (4) Transfer

PREREQUISITES OR OTHER ENTRANCE REQUIREMENTS : HRM 20 or consent of instructor.

DATE : Tom Linker/Spring 1981
(Course Outline Written)

1. COURSE OBJECTIVES:

A. GENERAL

To comprehend and illustrate various skills and knowledge needed to handle guest reservations and the use of front office equipment. Practice in processing and controlling space accommodations.

B. SPECIFIC

At the end of this course the student should be able to:

1. Identify the importance of good human relations to all front office personnel.
2. Illustrate proper use of PBX machine for incoming, in-house and out-going calls.
3. Illustrate skill in the use of the NCR 4200 in computational problems relevant to the field.
4. Illustrate procedures for checking-in, checking-out and mail and information rack.
5. Comprehend the use and importance of the guest folio.
6. Identify and define the methodology of blocking space.
7. Arrange in order, the steps taken during the reservations procedure.
8. Know the importance and tactics of good front office salesmanship.

2. GENERAL EDUCATION AND RELATIONSHIP TO OTHER COURSES:

This course interrelates salesmanship techniques, psychology, business skills and human factors which enable the student to make decisions concerning career growth and development.

3. SUGGESTED TEXT AND MATERIALS:

VALLEN, Jerome J., Check In-Check Out, Wm. C. Brown Company Publishers, Dubuque, Iowa, 1974.

4. REFERENCE MATERIALS:

ABRABEN, E., RESORT HOTELS, Reinhold Publishing Co., N.Y. (1975)

DAHL, J.O., ROOM CLERKS MANUAL, The Dahls, Stanford. (1971)

DUKAS, Peter, HOTEL FRONT OFFICE MANAGEMENT AND OPERATIONS, Wm. C. Brown, Dubuque, Iowa. (1970)

HALDENBRAND, H.V., FRONT OFFICE PSYCHOLOGY, Hohn-Willey, Evanston, Illinois. (1971)

HASZONICS, Joseph, FRONT OFFICE OPERATION, ITT Educational Services, N.Y. (1975)

KALT, Nathan, INTRODUCTION TO THE HOSPITALITY INDUSTRY, ITT Educational Services, N.Y. (1971)

LAVENTHOL, Krekstein, LODGING INDUSTRY, Horwath and Horwath Publishing Company, Philadelphia, Pennsylvania. (1975)

5. AUXILLARY MATERIALS:

Slides, Transparencies, and Handouts

6. METHODS OF INSTRUCTION:

1. Lecture

2. Demonstration (registration Laboratory)*

3. Field trips

4. Guest lecturers

5. Student Assignments

6. Student participation (registration Laboratory)

7. COURSE CONTENT:

1. Duties of front office personnel

2. Methods of reservations (F.I.T. and G.I.T.)

3. Objectives in sales

4. Receiving requests

5. Charting requests

6. Computation of space inventory

7. Information needed for reservations

* See Appendix III for physical planning of classroom and registration laboratory.

8. Arrival and departure
 9. Practice in: reservations, PBX and NCR 4200 operation
 10. Forecasting
 11. Overbooking situations
 12. Reservations chart and card system
8. EVALUATION:
1. Attendance
 2. Class participation
 3. Mid-term exam
 4. Knowledge of front office lab (NCR 4200, PBX, Reservations)
 5. Final exam

PRINCIPLES OF HOTEL AND RESORT OPERATIONS
(COURSE TITLE)

HRM 50
(DEPARTMENT & NUMBER)

COURSE DESCRIPTION : Discussion of physical aspects of Hotel, Resort and Restaurant Operations. Procedures utilized for check cashing, credit cards and collection of accounts receivable. Protection of hotel property against damage and theft. Introduction to air and ground transportation facilities and their economic relationship with the lodging industry.

SEMESTER UNITS : 3 CREDITS

HOURS PER WEEK : $\frac{3}{\text{(Lecture)}}$ $\frac{\text{None}}{\text{(Lab)}}$; $\frac{3}{\text{(Total)}}$

PURPOSES AND STANDARDS : (1) Occupational, (2) Certificate, (3) Associate Degree, (4) Transfer.

PREREQUISITES OR OTHER ENTRANCE REQUIREMENTS : HRM 20 or consent of instructor.

DATE : Tom Linker/Spring 1981
(Course Outline Written)

1. COURSE OBJECTIVES:

A. GENERAL

To analyze factors involved in motivation, communication, business and hotel law, taxes, leases and chain and franchise operations.

B. SPECIFIC

At the end of the course the student should be able to:

1. State the types of management in hotels, clubs, restaurants, and air and tour facilities in Micronesia.
2. Identify the importance of planned objectives.
3. Illustrate supervisory techniques in managing front office, sales, housekeeping, and food and beverage departments.
4. State the importance of proper motivation, communication and operational planning.
5. Identify the major factors involved in the development of a successful work force.
6. Demonstrate knowledge concerning the importance of taxes, leases, insurances, and chain and franchise operations.
7. Demonstrate the importance of the travel agents and tour operators responsibilities and their affiliation with the hospitality industry.

2. GENERAL EDUCATION AND RELATIONSHIP TO OTHER COURSES:

This course will provide the student with a good working knowledge of the business management techniques needed to assist in decision making. Hotel and Motel Law and how proper psychological attitudes can affect sales and marketing. This course articulates well with HRM 20, Introduction to Hotel Mid-Management.

3. SUGGESTED TEXT AND MATERIALS:

LUNDBERG, Donald E., The Tourist Business, Cahrens Publishing Co., Boston, 1978.

4. REFERENCE MATERIALS:

AXLER, Bruce H., MANAGEMENT OF HOSPITALITY OPERATIONS, National Restaurant Association, Chicago. (1971)

DRUCKER, Peter, MANAGING FOR RESULTS, National Restaurant Association, Chicago. (1975)

ROBBINS, James G. and Jones, Barbara S., EFFECTIVE COMMUNICATION FOR TODAY'S MANAGER, National Restaurant Association, Chicago. (1971)

SCHOLZ, William, PROFITABLE HOTEL AND MOTEL MANAGEMENT, National Restaurant Association, Chicago. (1972)

VALLLEN, Jerome, THE ART AND SCIENCE OF MODERN INNKEEPING, Ahrens Publishing Co., Inc., N.Y. 1973

5. AUXILLARY MATERIALS AND CONTENT:

Slides, Transparencies, Handouts,

Eye of the Supervisor, NEM

You Make the Difference - Hilton Hotels

6. METHODS OF INSTRUCTION:

1. Lecture

2. Demonstration

3. Field Trips

4. Guest Lecturers

5. Student Assignments

6. Sutdent Participation

7. COURSE CONTENT:

1. Tourist destination development in the Pacific and Asia

2. Resort planning and design for the Pacific Islands

3. Air and ground transportation facilities

4. Fundamentals of leases, taxes and insurance

5. Check cashing, credit cards and accounts receivable

6. Motivation, communication and operational planning

7. Human relations

8. Personnel management

9. Psychology for hospitality education

8. EVALUATION:

1. Attendance
2. Class participation
3. Mid-term Exam
4. Final Project (constitutes final exam)

EDUCATIONAL INSTITUTE OF THE
AMERICAN HOTEL AND MOTEL ASSOCIATION

The Educational Institute of the American Hotel and Motel Association offers several hospitality education courses by correspondence. The courses are well regarded by industry and are accredited by the United States National Home Study Council. College credit for Educational Institute courses can only be achieved if they are taught at an accredited degree granting institution. Industry personnel and educators should address inquiries to:

Educational Institute of the
American Hotel and Motel Association
1407 South Harrison Road
East Lansing, Michigan 48823

The courses listed below are normally of semester length (15 weeks) but could be adapted to a time frame to meet the needs of Micronesia's institutional and industrial communities. The author recommends these courses as a supplement to instruction during the regular academic year at the Micronesian Occupational College at Koror.

Course Descriptions

103 Introduction to the Hospitality Industry

Traces the growth and development of the lodging industry from early inns to modern high-rise and commercial hotels and highway motels. It also reviews the organization of hotel operations and covers the opportunities and future trends in the industry.

Text: *Modern Hotel-Motel Management* by Gerald W. Lattin, Ph.D.

204 Human Relations — Supervisory Development I

Provides an introduction to the principles of effective human relations required by today's hotel and motel supervisors, and offers a basic knowledge of behavior and suggests ways to channel behavior to achieve worthwhile purposes.

Text: *Supervision: The Direction of People at Work* by W. Richard Plunkett

206 Organization and Administration

Analyzes management's functions and responsibilities in such areas as administration, organization, communications, accounting, and human relations.

Text: *The Art and Science of Managing Hotels, Motels, and Institutions* by Jerome J. Vallen, James Abbey, Dunnovan Sapienza

214 Communications — Supervisory Development II

Covers the development and implications of communications skills, such as efficient listening, oral and written communication, audio-visual communication, and getting your message accepted.

Text/Student Manual: *Communications* by John O. Perreault

227 Basic Bookkeeping for Hotels and Motels

Provides a basic knowledge of bookkeeping skills and an orientation to hotel and motel accounting methods, with an introduction to front office procedures. Text: *Basic Bookkeeping for the Hospitality Industry* by Stanley B. Tarr, C.P.A., C.M.A., and Clifford T. Fay, Jr., C.P.A.

301 Front Office Procedures

Introduces front office principles required in today's lodging operations, and presents practical problems to enhance the learner's knowledge of front office operations.

Text: *Check In-Check Out, Principles of Effective Front Office Management* by Jerome J. Vallen

305 Hotel-Motel Sales Promotion

Presents a practical understanding of the operating statement and precisely where, how, and why the sales effort fits into the total earnings and profit picture of a hospitality operation. Emphasis is on producing business at a profit. It teaches how to measure and gauge accurately the precise worth of every type of business in advance.

Text: *Hospitality for Sale* by C. DeWitt Coffman

307 Hotel-Motel Law

Creates an awareness of the responsibilities and rights which the law imposes upon and grants to the innkeeper, and illustrates the consequences caused by failure in those responsibilities. The attitude of the courts toward an innkeeper involved in litigation is also discussed.

Text: *The Laws of Innkeepers For Hotels, Motels, Restaurants and Clubs* by John H. Sherry

309 Food and Beverage Management and Service

Provides a basic understanding of the principles of food production and service management, reviewing sanitation, menu planning, controls of cost and labor, and the purchasing, storage, and merchandising of food and beverages. The problems of labor shortages, convenience foods, and changes in consumer tastes are also discussed.

Text: *Supervision and Management of Quantity Food Preparation—Principles and Procedures* by William J. Morgan, Jr.

311 Supervisory Housekeeping

Provides an overview of the fundamentals of housekeeping management in the institutional housekeeping field. This course describes the management functions, tools, and practices required in today's lodging and institutional housekeeping departments.

Text: *The Professional Housekeeper* by Georgina Tucker and Madelin Schneider

312 Maintenance and Engineering

Examines the organization of the maintenance and engineering function and provides the technical information necessary to establish effective preventive programs, as well as maintenance procedures.

Text: *Maintenance and Engineering for Lodging and Foodservice Facilities* by Frank D. Borsenik Ph.D.

324 Tourism and the Hospitality Industry

Provides a comprehensive study of tourism principles, practices, and philosophies, offering a practical and realistic education in the business of tourism, illustrating how and why the various components of tourism integrate with other segments of the industry.

Text: *Tourism Principles, Practices, Philosophies* by Robert W. McIntosh, Ph.D.

421 Marketing of Hospitality Services

Applies modern marketing techniques and concepts to the food and lodging industries, including human factors, consumer demand, planning and professional considerations.

Text: *Marketing of Hospitality Services — Food, Lodging, Travel* by W. J. E. Crissy, Robert J. Boewadt, and Dante Laudadio

422 Hotel-Motel Property Management

Covers all phases of property management, emphasizing the first impression, staffing, training, capital investments, cost analysis, rentals and renovation.

Text: *Property Management* by Frank D. Borsenik, Ph.D.

425 Resort Management

Offers a complete approach to the operation of resort properties. Beginning with historical development, details are presented in planning, development, financial investment management, and marketing that deal with the unique nature of resort business. The course also examines the future and the impact of the condominium concept, time sharing, technological change and the increased cost of energy and transportation.

Text: *The Development and Management of Resorts* by Chuck Y. Gee, Ph.D.

429 Convention Management and Service

Defines the scope and various segments of the convention market, explains what is required to meet individual needs, and, most importantly, explores methods and techniques that lead to better service.

Text: *Convention Management & Service* by Frank W. Berkman, David C. Dorf, and Leonard R. Oakes

ANNOTATED BIBLIOGRAPHY OF RECOMMENDED TEXTBOOKS

APPENDIX A

The following textbooks are printed in the English Language. They have been selected on the basis of instructional content, readability, availability and cost. Long term use can be expected of most texts. (see Appendix D for a list of hospitality periodicals for supplementary classroom use).

Hotel Operations

- 1971 Axler, Bruce H. Management for Hospitality Operations, National Restaurant Association, Chicago.

Institutional and industrial text. Examines major aspects of hotel, resort, transportation and food service operations and management. Includes comprehensive history and development of travel industry. Treats importance of community relations and industry coordination. Introduces the student to symbiosis of tour, travel and accommodation facilities. Index, illustrations. 267 pages.

- 1973 Berkely, Bernard. Floors and Floor Maintenance, National Restaurant Association, Chicago.

Institutional guide for housekeepers and maintenance personnel. Demonstrates in words and photos the proper techniques for the selection, installation, care and replacement of all types of institutional floor coverings. Includes sections on color and decor, safety and sanitation. 96 pages.

- 1973 Bradley, L.A. Guide for Good Laundry and Linen Service in Hotels and Motels, Hayden Book Co., N.Y.

Practical introduction to the selection and care of linens and laundry equipment. Includes buying guide for easy comparison of available linens, towels, drapes, and guest room accessories. Treats the planning and implementation of in-house and guest laundry facilities. 103 pages.

- 1971 Coffman, C. Dewitt. The Full House, Cornell Publishing, N.Y.

Community college and university level text authored by a university instructor with extensive experience in hotel sales and promotion. Examines target marketing for the hotel industry, forecasting, advertising techniques, menu layout and design, skills development. Identifies various markets and selling techniques. Illustrates proper development of individual room sales, food and beverage sales and community relations. Index, photos, illustrations, glossary. 323 pages.

- 1971 Dahl, J.D. Room Clerks Manual, The Dahls, Stanford.

Includes source material for: registration; forecasting; hubbard room formula; mail and information; cashiering; blocking rooms; conventions and group sales; F.I.T.'s and G.I.T.'s; posting; accounting; guest folio; room rack; PBX operation and human relations. Index, photos, glossary, appendix. 224 pages.

- 1970 Dukas, Peter. Hotel Front Office Management and Operation, (3rd ed.), Wm. C. Brown Co., Publishers, Dubuque, Iowa.

Community college/university level textbook. Excellent source for foundations material on all aspects of front office procedures. Illustrates hotel organizational structure and classification by type and size. Examines salesmanship, reservations, overbooking, guest mail and information, room rack, guest history and guest relations. Also treats emergency procedures for fire, theft, damage and death. Includes student "practice set" for front desk operations. Index. 174 pages.

- 1971 Haldenbrand, H.V. Front Office Psychology, Hohn-Willey, Evanston, Illinois.

Introductory text for institutional and industry use. Examines the concepts of learning and motivation and how they affect the success of front office operations. Treats: Personnel selection, training and evaluation; motivation; skills development; guests relations; the psychology of salesmanship; rooming the guest; handling complaints; credit cards; accounts receivable and cashiering. Effective presentation in illustration and photo format. Instructor guide, index, glossary. 374 pages.

- 1975 Haszonics, Joseph. Front Office Operation, ITT Educational Services, Inc., N.Y.

Community college level instructional text. Examines areas of front office responsibility, organizational structure, importance of proper grooming and attitude. Treats check cashing and credit card procedures. Includes chapter quiz, evaluation and index. 276 pages.

- 1973 Hertzog, David. Hotel-Motel Marketing, ITT Educational Services, Inc., N.Y.

Introductory community college text. The ITT series of textbooks are constructed to meet the needs of community college level instruction. This book is written in simple to understand terms and covers the main aspects of hotel sales and promotion. Examines research and

sales planning, statistical analysis, banquets, conventions and special functions selling, room, food and beverage marketing. Includes chapter exams, glossary, photos, illustrations and index. 283 pages.

- 1978 Kasavana, Michael L. Hotel Information Systems: A Contemporary Approach to Front Office Procedures.

Community college text. Covers fundamentals of management information systems for all sizes and types of hotels. Principles could be easily augmented to fit the needs of the Pacific hospitality community. Includes: managerial reporting; statistical analysis; hotel information systems; reservations and accounting. Illustrations, index, glossary, bibliography. 288 pages.

- 1969 La Bell, Alta M., and Barton, Jane. Administrative Housekeeping, G.P. Putnam and Sons, N.Y.

Instructional manual for college and institutional use. Examines importance of good housekeeping, areas of responsibility, management techniques, staffing patterns, motivation, safety and sanitation. Demonstrates proper sequence for guest room cleaning. Index, glossary, and photos. 319 pages.

- 1977 Lattin, Gerald W. Modern Hotel and Motel Management, (3rd ed.), W.H. Freeman and Co., San Francisco.

Community College level text. Introduces the student to the front office, housekeeping, food and beverage, sales and marketing facets of hotel and resort operation. Includes: history of inn-keeping and world travel; organizational structure; classification of hotels; use of posting machines; accounting services and sales and promotion. Index, appendix, glossary and bibliography. 232 pages.

- 1975 Lavenhol, Krekstein. Lodging Industry, Horwath & Horwath Publishing Co., Philadelphia.

Instructional text for institutional and industry use. Introduces basic concepts of hotel and resort management with considerable emphasis on the semi-skilled and mid-management levels. Treats aspects of personnel selection and evaluation, history of the lodging industry, decision making, motivation and production techniques. Index, illustrations, glossary. 354 pages.

- 1972 Scholz, William. Profitable Hotel and Motel Management, National Restaurant Association, Chicago.

Institutional and industrial text. Treats history and development of the lodging industry, organizational structure, classification of property by size and type. Introduces department responsibilities in front office, housekeeping and food and beverage operations. Index, glossary, illustrations. 327 pages.

- 1975 Tucker, Georgina, and Schneider, Madelin. The Professional Housekeeper, AH & MA Publishing, N.Y.

Comprehensive and well written text for post-secondary classroom and individual instruction. Chapters include: areas of housekeeping; organizational structure; history; public rooms; equipment care and maintenance; selection of linens, drapes, furnishings and carpets; safety and sanitation; guest relations; laundry; record-keeping and evaluation. Excellent photos and glossary. Index. 400 pages.

- 1973 Tucker, Georgina. The Science of Housekeeping, Cahnners Publications, Toronto.

Introductory volume used by industry and education. Includes sections on selection and care of linens, carpets, furnishings and equipment. Examines OSHA, personnel management, cost controls, time and motion studies. Illustrations, photos, index, glossary. 126 pages.

- 1973 Vallen, Jerome. The Art and Science of Modern Innkeeping, Ahrens Press, N.Y.

Community college and university level instructional text. Introduces front office procedures, housekeeping and maintenance operations, front and back of the house food and beverage operations and hotel/resort sales and promotion. Excellent treatment of job tasks analysis, entry-level and skilled-level employee requirements. Index, glossary, and illustrations. 247 pages.

- 1974 Vallen, Jerome J. Check In-Check Out, Wm. C. Brown Company, Publishers, Dubuque, Iowa.

Community college level instructional text written for use in industry and education. Covers all major facets of front office procedures including: guest registration; suggestive selling, customer and human relations; appearance and hygiene; reservations; booking; forecasting; handling complaints; mail and information rack; Jones chart and Hubbard room formula. Includes instructors guide, practice sets, index, photos and glossary. 391 pages.

Restaurant Operations

- 1972 Cloyd, Francis. Guide to Foodservice Management, CBI Publishing Co., Boston.

Community college and university level instructional text. Contains 26 articles and case studies of management techniques for the foodservice industry. Includes sections on forecasting and evaluation, menu planning, convenience foods, mid-management effectiveness and public relations. Bibliography, index, glossary. 196 pages.

- 1974 Dahmer, Sondra J., and Kahl, Kurt W. The Waiter and Waitress Training Manual, Cahners Publications, Toronto.

A comprehensive and contemporary manual on the techniques of restaurant service. Includes sections on French, Russian and American service styles. Examines safety, sanitation, customer relations, wine and bar service, guest seating, placing and taking orders, table settings, decor, payments, tips, and employee appearance. Includes chapter quiz and evaluation sections. Glossary. 112 pages.

- 1976 Dittmer, Paul R., and Griffin, Gerald G. Principles of Food, Beverage, & Labor Cost Controls for Hotels & Restaurants, Cahners Books, Inc., Boston.

Community college level instruction. Introduction to food and beverage cost controls for purchasing, production, and sales. Treats forecasting sales, production and labor costs, sales control and industry accepted standards for purchasing, receiving, issuing and transfers of inventory. 258 pages.

- 1976 Dukas, Peter. Planning Profits in the Food and Lodging Industry, CBI Publications, Boston.

Community college level instructional text. Illustrates practical approaches to increasing profits for hotels, clubs, restaurants and resorts. Includes case studies, labor and food cost controls, bar management. Bibliography, index. 192 pages.

- 1978 Ginders, James. A Guide to Napkin Folding, CBI Publishing Co., Boston.

A practical guide to enhancing place settings. Includes chapters on selection, care, storage and purchasing napkins and table linen. 40 different folds are carefully photographed and illustrated in step-by-step instructions. 96 pages.

- 1979 Kazarian, Edward A. Work Analysis and Design for Hotels, Restaurants and Institutions, AVI Publishing Co., Westport, Conn.

This text covers the analysis and design of work systems and is acceptable for hospitality education at the community college and university levels. Examines systems design and layout and safety design for hotels, kitchens, restaurants and institutional food services. Includes time and motion studies and task analysis. Bibliography, glossary, appendix and index. 375 pages.

- 1976 Lundberg, Donald E. The Hotel and Restaurant Business, (2nd ed.), Cahnerns Books International, Boston.

An in-depth, comprehensive text written for college and university level instruction. Treats all major areas of study including international growth and historical surveys of hotels, finance, sales and promotion, housekeeping, front office, maintenance, design and decor, restaurant, and catering. Emphasis on resort and club operations in the Pacific region. Excellent graphs and statistics. Over 300 annotated illustrations. 314 pages.

- 1976 Lundberg, Donald E. and Armatas, James P. The Management of People in Hotels, Restaurants, and Clubs, (3rd ed.), Wm. C. Brown Co., Publishers, Dubuque, Iowa.

Community college text written by university professors in the field of hospitality education. Analyzes management techniques, work simplification, behavior modification, motivation, decision making, training and development, employee appraisal, and management development. Indexed with good statistical information. 316 pages.

- 1973 Seaburg, Albin G. Menu Design, Merchandising and Marketing, CBI Publishing Co., Boston.

Community college level text covering major aspects of front-of-the-house restaurant operations. Chapters include: elements of menu planning; art and design; layout; type; copy; merchandising; marketing; and originality. Sample menus included from major types of food service establishments. Illustrations and index. 400 pages.

- 1976 Tourism Education Corporation. Wine Service Procedures, Cahnerns Publications Co., Toronto.

Black and white photos and illustrations take the reader step by step. Covers: wine glasses; serving aids; decanting; tableside service; presenting wine list; skills needed and completion of service. Illustrated, index, glossary. 144 pages.

Hotel and Restaurant Mid-Management

- 1974 Berelson, B. and Steiner, G.A. Human Behavior, Cahnerns Publications, Boston.

Post-secondary level instructional text. Includes chapters on leadership, motivation, human resources and devleopment, job and task analysis, behavior modification, performance levels, and evaluation. Contains eleven case studies of behavior management techniques. Index. 416 pages.

- 1975 Drucker, Peter. Managing for Results, National Restaurant Association, Chicago.

Institutional text. Introduces basic concepts in hospitality management and operations. Includes sections on personnel selection, motivation and evaluation. Treats labor studies, time and motion, employee effectiveness, evaluation, decision making, termination factors and employee training. Index, photos, illustrations. 342 pages.

- 1978 Kaiser, Charles, Jr. Tourism Planning and Development, CBI Publishing Co., Boston.

Introductory university text covering all major aspects of resort, hotel and airport planning. Includes sections on accommodations, transportation, communications, support industries, human resources, marketing, evaluation and direction for continued planned growth. Photos, illustrations, index. 252 pages.

- 1971 Kalt, Nathan. Introduction to the Hospitality Industry, Bobbs-Merrill Co., Inc., N.Y.

High school and community college level instruction. Examines the origins and growth of the industry in easy to understand terms. Treats travel history, early inns, contemporary hotels and the future of the industry. Emphasis on fundamentals of hotel accounting, food and beverage, sales and promotion, engineering, and personnel management. 158 pages.

- 1977 Lawson, Fred, and Baud-Bovy, Manuel. Tourism and Recreation Development: A Handbook of Physical Planning, Cahnerns Publications, Toronto.

Comprehensive community college and university text. Practical guide that is sequential and logical. Includes objectives, organization, planning techniques, standards, building codes, destination development, transportation, and evaluation for hotels, recreational parks, resorts and vacation/visitor complexes. Includes section on Pacific area development. Illustrations, photos, index, glossary. 220 pages.

- 1976 Lundberg, Donald E. The Tourist Business, (3rd ed.), Cahnerns Books International, Boston.

University level instructional text. Considers current developments and trends in tourism while providing an historical perspective. Introduces: the components of tourism; travel modes; the travel agent; economic and social impacts of tourism; tourism destination development; examples of recent and planned development with emphasis on Hawaii and the Pacific Basin. Includes appendix on current travel research and marketing. Excellent graphs, statistics and glossary. Appendix, bibliography and index. 336 pages.

- 1979 Morgan, William J. Jr. Hospitality Personnel Management, CBI Publishing Co., Boston.

Community college and university text, geared to students entering mid-management level employment. Introduces practical information on personnel functions, selection and analysis, decision making, labor relations, human behavior and motivation. Index and glossary. 224 pages.

- 1971 Robbins, James G., and Jones, Barbara S. Effective Communication for Today's Manager, National Restaurant Association, Chicago.

Community college/university level instructional text. Includes sections on: Speaking; listening; aural/oral skills development; written communication; business writing; effective messages and visual communication through media. Index. appendix, glossary. 192 pages.

- 1973 Russell, F.A., Beach, R.G., and Buskirk, R.H. Textbook of Salesmanship.

University level instructional text. Includes: Consumer behavior; management; basic economic concepts for selling; attitude/response; management's relationship to social science. Index, illustrations. 140 pages.

APPENDIX B
RECOMMENDED AUDIO-VISUAL PURCHASE LIST

Culniary Institute of America
c/o CBI Publishing Co., Inc.
51 Sleeper Street
Boston, Mass. 02210

China in the Front of the House: Slide/audio tape presentation of the practical elements of fine dining room service. Covers selection of china, linen, furnishings and decor. Illustrates the proper selection, care and utilization of china serveware. VT-L09, color, 15 minutes.

Marriot at Kennedy: Slide/audio tape presentation of a quality international flight kitchen. Emphasis on organizational structure, decision making and food and beverage cost controls. In-depth study of control systems, purchasing, kitchen and flight cabin activities. Excellent example of high quality, high volume food service operations. SL/AC-67, color, 13 minutes.

National Educational Media, Inc.
15760 Ventura Boulevard
Encino, Calif. 91436

Eye of the Supervisor: 16mm film/sound presentation. This film is a valuable tool for all levels of management. Includes practical information on selection and evaluation of employees, performance standards, communications and management development. Utilizes personnel "models" from hospitality industry to illustrate the needs of entry-level and supervisory staff in the development of good employee/employer relations. M301, 12 minutes.

Table Settings: 16mm color soundfilm. Valuable primary techniques of table setting are stressed. Illustrates proper placement of china, silver, glasses and linen for both formal and informal service. "Covers" are shown individually for breakfast, lunch, and dinner. Stresses handling and placement of glasses, linen, furnishings and food items. Excellent film for institutional or industrial application. FS119, 10 minutes.

Hosting: 16mm color soundfilm. Introduces basic human concepts and restaurant knowledge required for efficient greeting, seating and comfort of guests. Includes professional hosts and hostesses demonstrating use of reservations and waiting lists for American style dining facilities. FS145, 10 minutes.

Banquet Layout and Service : 16mm color soundfilm. Illustrates techniques for buffet layout, table display and food services. Describes procedures for banquet, buffet and reception set-up. Emphasizes American and Russian service. Shows coordination between front and back of the house personnel. Excellent film, particularly for those students planning to work in resort and urban sectors of the hotel and restaurant industry. FS149, 15 minutes.

Dining Room Sanitation: 16mm color soundfilm. Although intended for use in hotels and restaurants, this film is a good tool for community college and universities with food service programs. Illustrates techniques for sanitary food handling for dining room personnel. Emphasizes servers' cleanliness, grooming and personal appearance. FS147, 12 minutes.

APPENDIX C
PHYSICAL LAYOUT, EQUIPMENT AND CLASSROOM DESIGN

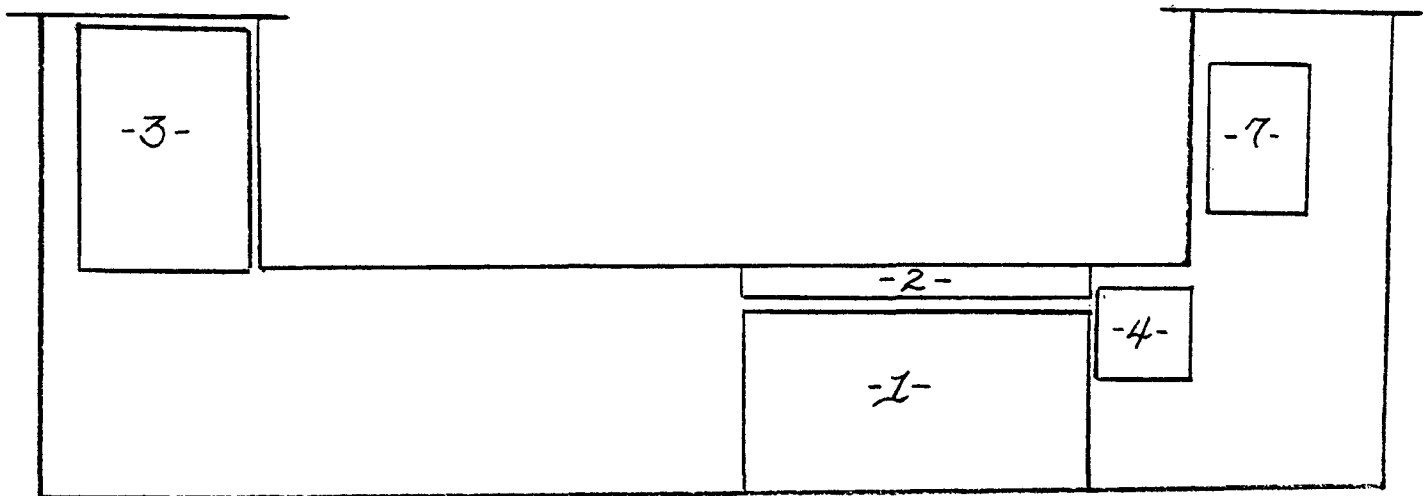
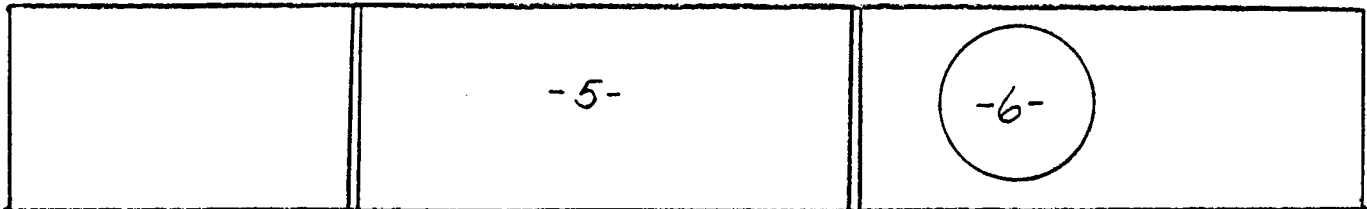
Recommended Audio-Visual Equipment

- 1) 16mm Eiki movie projector with sound system and automatic load (Model #A312)
- 2) 35mm Kodak Ektagraphic Carousel slide projector with auto focus and remote control (Model #AF-2)
- 3) 35mm Dukane filmstrip projector with audio cassette (Model #500W)
- 4) Bell and Howell overhead (transparency) projector with wide angle (Model #362)
- 5) Da-Lite glass beaded tripod screen (60" x 60")

Recommended Front Office Laboratory Design and Equipment

- 1) Reception desk
- 2) Room rack
- 3) NCR 4200 posting machine
- 4) Cashiers well (bucket)
- 5) Guest information rack
- 6) Mail and key rack
- 7) Typewriter

LABORATORY LAYOUT AND DESIGN



APPENDIX D
TRAVEL INDUSTRY PERIODICALS

- 1) Club Management (Monthly)
Commerce Publishing Company
408 Olive Street
St. Louis, Missouri, U.S.A. 63102
- 2) Cornell Quarterly (Quarterly)
Cornell University Press
School of Hotel Administration
Cornell University
Ithaca, New York, U.S.A. 14853
- 3) Executive Housekeeper (Monthly)
North American Publishing Company
134 North 13th Street
Philadelphia, Pennsylvania, U.S.A. 19107
- 4) Hospitality (Monthly)
The Industrial Publishing Company
614 Superior Avenue
Cleveland, Ohio, U.S.A. 44113
- 5) Hospitality Press (Tri-Annually)
Hospitality Associated Press
School of Hotel, Restaurant and Institutional Management
Michigan State University
4th Floor, Epperly Center
East Lansing, Michigan, U.S.A. 48824
- 6) Hotel and Motel Management (Monthly)
Robert Freeman Publishing Company
1713 Central Avenue
Evanston, Illinois, U.S.A. 60201
- 7) Innkeeping World News (Bi-Monthly)
Motel Services Incorporated
Box 15209
Seattle, Washington, U.S.A. 98115
- 8) Institutions (Monthly)
Medalist Publications
1801 Prairie Avenue
Chicago, Illinois, U.S.A. 60616
- 9) Lodging (Monthly)
American Hotel and Motel Association Press
888 Seventh Avenue
New York, New York 10019
- 10) Lodging Hospitality (Monthly)
Penton/ICP, Incorporated
P.O. Box 6192
Cleveland, Ohio, U.S.A. 44101

- 11) Pacific Travel News (Monthly)
Pacific Area Travel Association Press
274 Brannan Street
San Francisco, California, U.S.A. 94107
- 12) Resort Management (Monthly)
Resort Management Incorporated
P.O. Box 4169
1059 Madison Avenue
Memphis, Tennessee, U.S.A. 38104
- 13) Restaurant Business (Monthly)
R.B. Magazine Publishing
633 Third Avenue
New York, New York, U.S.A. 10017
- 14) Restaurant Hospitality (Monthly)
Penton/ICP, Incorporated
P.O. Box 6192
Cleveland, Ohio, U.S.A. 44101
- 15) Travel and Leisure (Monthly)
American Express Publishing Company
132 West 31st Street
New York, New York, U.S.A. 10001

APPENDIX E
CONCLUSION AND RECOMMENDATIONS

Recommendations for specifics not previously covered in the general text of this proposal are addressed below.

I. LANGUAGE

Planning committee personnel should be acutely aware that the linguistic and cultural diversity of Micronesia may require that some hospitality education students reach a minimum fourth-year level competency in the English language prior to classified enrollment in the program. As a rule, English is the lingua franca in Micronesia's hotels, resorts and tourism facilities.

Currently, all food services and business division courses at the Micronesian Occupational College are conducted in English. All recommended textbooks and teaching aids included in this proposal have been reviewed with the intention of providing students with easily read, low cost learning resources of lasting value. Students meeting the suggested fourth-year level competency in English should anticipate little or no difficulty in the use of recommended texts and materials. In addition to the English requirement it should be noted that Western Micronesia continues to receive a significant number of westbound visitors from Japan. Inclusion of conversational Japanese should be considered as part of the program prerequisites or degree requirements.

II. COUNSELING AND INSTRUCTION

Qualified counselors should possess a knowledge of business education principles as well as insight into the needs of students and industry personnel. Counseling regarding English competency and computational skills should be given to all students prior to entering the program. As listed

elsewhere in this proposal students should be encouraged to complete courses in typing skills and conversational Japanese. Elective credits should be utilized by course work in regional geography and Pacific culture study. It is strongly recommended that training in Red Cross multi-media first aid and cardiopulmonary resuscitation be completed during the students freshman year.

Instructors should consider the kinds and amounts of material relative to Micronesian or Pacific regional travel industry education. Every effort should be made to utilize Pacific travel industry data when making comparisons, illustrations, examples and conclusions. At the present time government and industry in Micronesia have yet to publish significant resources which might prove useful to hospitality education instruction at the post-secondary level. However, The Pacific Area Travel Association (255 Grant Avenue, San Francisco, California 94108) publishes an annual statistical report on arrivals, departures and accommodations within the Pacific region. The Tourism Branch of the Trust Territory government (Tourism Branch, Immigration Division, Saipan, N.M.I. 96950) produces similar documentation for the Micronesia region. Air Micronesia and Continental Hotels (1224 World Way West, LAX, Los Angeles, California 90003) have produced several audio-visual training modules which could be adopted for classroom use.

III. FACULTY AND IN-SERVICE TEACHER TRAINING

It is recommended that in-service business education and food services instructors be utilized to teach core and area courses in quantitative skills and food preparation. The hospitality education instructor should be a Micronesian with a strong travel industry background and necessary

teacher training. If qualified personnel cannot be located from within Micronesia it is recommended that a resource person be contracted to perform one year of classroom instruction and related duties including in-service teacher training of Micronesian personnel.

IV. PHASES FOR PROGRAM IMPLEMENTATION

Two phases for program implementation are recommended. Strong interest in this program proposal has come from small business and industry personnel requesting short term instruction in several phases of travel industry operations and management. It is recommended that courses sponsored by the American Hotel and Motel Association (see page 34) be implemented at the local level throughout Micronesia as the initial or primary implementation phase. Local government and tourist industry personnel would act as instructors.

The program of study leading to the associate degree in hospitality education would constitute the second phase. Those students interested in additional instruction, laboratory experience and co-operative education would enroll in the associate degree program at the community college level.

V. ESTIMATED COST OF PROGRAM IMPLEMENTATION

Primary Phase

If a qualified instructor can be obtained from local government or travel industry personnel the cost of the primary phase would be limited to classroom operation and student fees. No special equipment is needed to instruct American Hotel and Motel Association courses, therefore operations cost can be estimated at US \$150.00 for each six to eight week course. Cost of student texts and workbooks varies from US \$20.00 to US \$45.00 for American Hotel and Motel Association courses listed in this program proposal.

Secondary Phase

Implementation of the secondary phase is a little more complex and far more costly than the primary phase.

Economic considerations for the suggested associate degree program implementation should be focused on the construction and equipment of the front office laboratory (page 49). The estimated cost for all necessary equipment is US \$2,500.00 - US \$3,000.00. Secondary and tertiary consideration should be given to the purchase of reference materials (page 37) and audio-visual aids (page 46). Estimated cost for reference materials and audio-visual aids is US \$600.00 - US \$800.00. Travel industry periodicals (page 52) should be considered as valuable learning resources.

VI. AREAS NEEDING FURTHER STUDY

Throughout this research project the most significant handicap has been the near total lack of Pacific related resource materials for classroom use in hospitality education. Educators, students and government and travel industry personnel should consider the development of textbooks and audio-visual aids for use in Micronesia's expanding travel industry.

Researchers, authors, and film producers should concentrate on the production of quality, up-to-date learning aids in the areas of tour and travel services, airline ticketing, resort management, hotel and restaurant operations and food service safety and sanitation. The geography, climate and cultural diversity of Micronesia require that producers of learning resources strongly consider Pacific related data from all fields of science, humanities, business and the arts.

At the time initial research began on this proposal in 1979 Micronesia's hospitality industry included first and second-class accommodations at several District Center locations throughout Micronesia. In recent months these hotels and resorts have been augmented in some areas by more complete hospitality services including restaurants, air and ground transportation, tour services and support facilities such as the Belau Tourism Commission. Areas previously not regularly serviced by air transportation (e.g., Kosrae) are now experiencing their first real glimpse of tourism.

As Micronesia's hospitality industry continues to expand, the genuine need for post-secondary tourism education becomes glaringly apparent. Tourism, at best, has a rather fragile economic base. Without well planned destination development, (including educational opportunities for industry personnel), the benefits of tourism can sometimes be disappointing for developers and local residents alike. It is the author's hope that serious consideration be afforded this proposal by both private industry and local and state government agencies.

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HONOLULU, 1981

Questions or comments pertaining to this proposal are welcome and may be addressed to:

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